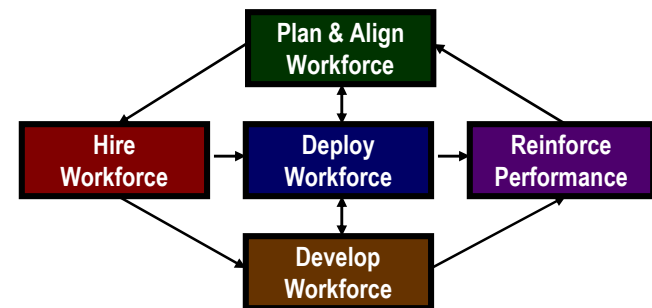




State of Washington Washington Military Department

Human Resource Management Report



October 2009

Managers' Logic Model for Workforce Management



Executive Summary

Washington Military Department

Performance Measure	Status	Action Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	9.7% = "Managers"; 5.9% = WMS only	M	WMS control point = 5.9%
% employees with current position/competency descriptions ^b	96.00%	M	Data as of 9/10/2009
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	62.7 avg days to hire (of 101 vacancies filled)	H	
Candidate quality ratings ^c	57% cand. interviewed had competencies needed 94% mgrs said they were able to hire best candidate	H	
Hiring balance (% types of appointments) ^c	61% promo; 12% new hires; 19% transfers; 0% exempts; 8% other	M	HRMS BI does not reflect actual appts: 22% promo, 70% new hires, 5% tran, 1 exempt (1%), 1 other (1%).
Number of separations during post-hire review period ^c	12	H	
DEPLOY WORKFORCE			
Percent employees with current performance expectations ^b	96.0%	H	Data as of 9/1/2009
Overtime usage: (monthly average) ^c	2.12 hours (per capita); 12.43% of EEs receiving OT	M	
Sick leave usage: (monthly average) ^c	6.3 hours (per capita)	M	
# of non-disciplinary grievances ^c	3 grievances	M	
# of non-disciplinary appeals & Dir's Reviews filed ^c	0 appeals, 0 Director's Reviews	L	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	96.0%	H	Data as of 9/1/2009
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	96.0%	H	Data as of 9/1/2009
Number of formal disciplinary actions taken ^c	1	L	
Number of disciplinary grievances and appeals filed ^c	2 grievances; 0 appeals	M	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	8.30%	L	
Diversity Profile ^a	34% female; 20% people of color; 77% 40+; 5% dis	H	
Employee survey overall average rating ^d	3.79 (2006), 3.83 (2007) survey responses	H	Should get new survey results 12/09

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

Management Profile

Agency Priority: Medium

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

WMS Employees Headcount = 22.0

Percent of agency workforce that is WMS = 5.9%

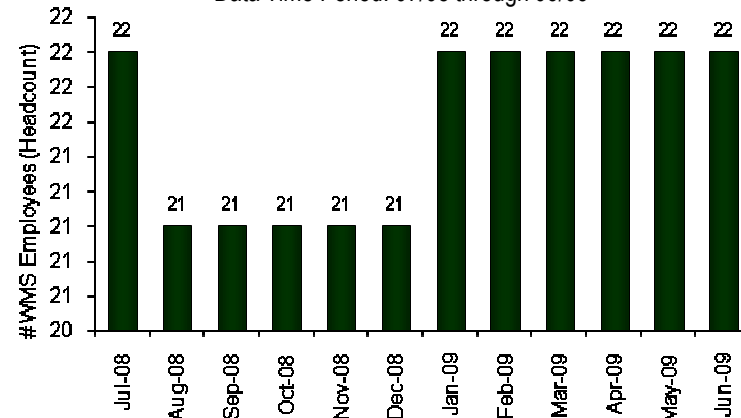
All Managers* Headcount = 36.0

Percent of agency workforce that is Managers* = 9.7%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

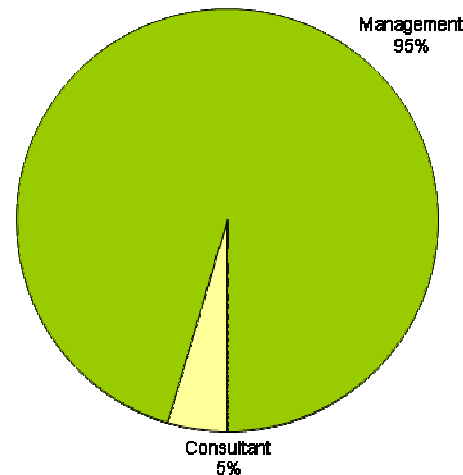
Washington Management Service Headcount Trend

Data Time Period: 07/08 through 06/09



WMS Management Type

Management	21
Consultant	1
Policy	0
Not Assigned	0



Data as of 07/01/2009
Source: HRMS/BI Portal

Analysis:

WMS Control Point: 5.9%

- The Department's WMS workforce has remained within the 5.9% control point set by DOP.
- The headcount for WMS employees decreased from 23 to 22 since the last HR Management report.
- The Department reviewed management types to ensure accuracy.

Action Steps:

- HR staff will continue to monitor the management profile to ensure business needs are addressed.
- Managers and supervisors will continue to operate within the WMS guidelines set forth by DOP.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

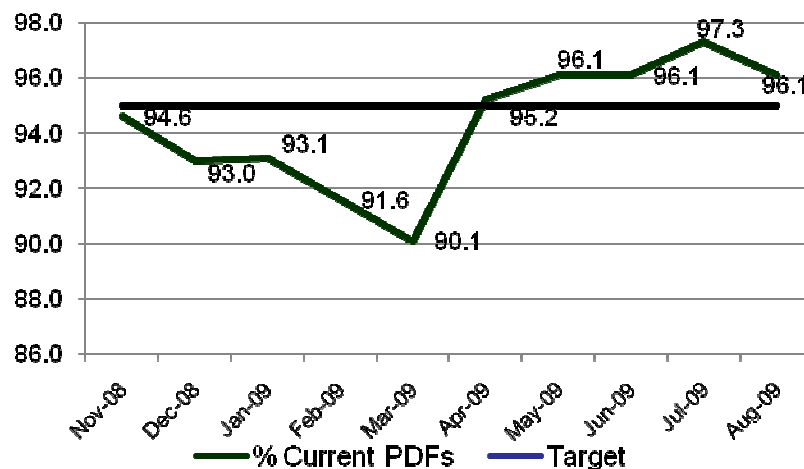
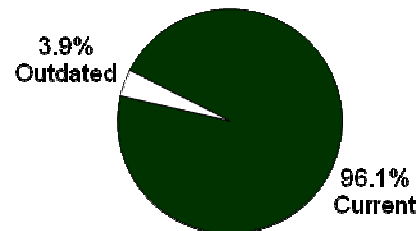
Current Position/Competency Descriptions

Agency Priority: Medium

Percent employees with current position/competency descriptions = 96.1%*

*Based on 320 of 333 reported employee count
Applies to employees in permanent positions, both WMS & GS

% of Current PDPs



Data as of 9/10/2009
Source: Agency Maintained PDF Database

Analysis:

- Position/competency descriptions are included as part of the Positions Description Form (PDF).
- PDF and position/competency descriptions are considered current when reviewed as part of the annual performance process and updated at least every three years.
- There was a significant and continued increase in reviewing and updating of position/competency descriptions as part of the PDF process over last reporting period.
- The implementation of our action steps positively impacted our ability to exceed the target of 95% current PDFs.
- The number of PDFs increased due to the creation of the Washington Youth Academy.

Action Steps:

- Managers and HR staff will continue to coach and mentor supervisors regarding the requirements and importance of completing PDFs and position/competency descriptions.
- Managers remain responsible to ensure that PDFs and position/competency descriptions are reviewed/updated prior to recruiting to permanently fill vacancies.
- HR staff will continue to analyze data and provide manager/supervisors with quarterly reporting data.
- In addition to timeliness, HR staff will assess how processes can be implemented to evaluate the content and quality of the PDFs.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: High

Time-to-Hire Funded Vacancies

Average number of days to hire*:	62.7
Number of vacancies filled:	101

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: High

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 473 Percentage = 57%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 77 Percentage = 94%

Hiring managers indicating "no":

Number = 5 Percentage = 6%

Data Time Period: July 2008 through June 2009
Source: Military Department time to fill log and manager survey.

Analysis:

- Due to the opening of the Washington Youth Academy and hiring for the 2008 Presidential Disaster Declarations, the number of vacancies filled increased by 32% from the last reporting period (69 to 101). Despite this large increase, the Department was able to reduce our time-to-hire vacancies by three days for this reporting period.
- The Department monitors the time-to-hire data on a quarterly basis as part of our GMAP. The time-to-hire data reported in our 4th quarter GMAP for 2009 was 48 days.
- Candidate quality data was not maintained consistently for Cadre positions due to turnover in management staff.
- HR staff screen applicants based on their stated competencies. Applicants selected for interview state that they possess the competencies requested; however, interviews indicate that some candidates do not possess the competency levels claimed. This concern will continue to be addressed through the applicant screening process.

Action Steps:

- HR staff will continue to provide monthly vacancy reports to Division Directors.
- HR and WYA Management Staff will work to develop a process to address consistency in candidate quality surveys for cadre positions.
- HR staff will develop a hiring checklist for managers.
- HR staff will continue to develop strategies/tools to create efficiencies and streamline recruitment processes.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies
Candidate quality

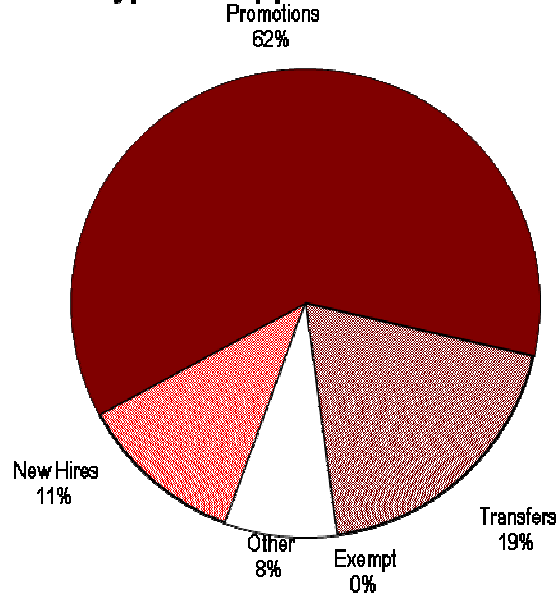
Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Medium

Types of Appointments



Total number of appointments = 26*

Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: High

Separation During Review Period

Probationary separations – Voluntary	4
Probationary separations – Involuntary	5
<i>Total Probationary Separations</i>	<i>9</i>
 Trial Service separations - Voluntary	 3
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>3</i>
 Total Separations During Review Period	 12

Data Time Period: 07/2008 through 06/2009
Source: HRMS/BI Portal

Analysis:

- The total number of appointments for this reporting period significantly increased due to the opening of the Washington Youth Academy in Bremerton and hiring that resulted from the 2008 Presidential Disaster Declarations.
- The Department processed 165 appointments this reporting period. Although HRMS BI does not reflect this, the Department's recruitment and payroll records indicate that there were 69 (70%) new hires, 22 promotions (22%), 1 exempt (1%), 5 transfers (5%), 1 other (1%). Additionally, the Department hired 50 non-permanent employees and 17 disaster reservists.
- HRMS BI data did not include probationary separation data. The Department's recruitment and payroll records indicated that there were 9 probationary separations.

Action Steps:

- Supervisors remain responsible to complete reference checks and background checks on all potential hires. This includes verification of education and personnel file reviews for all current/previous state employees.
- Supervisors will continue to use the probationary/trial service period to address employee performance before permanent status is attained.
- HR staff will consult with DOP to determine how appointments need to appear in HRMS BI to be accurately reported.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary
grievances/appeals filed and
disposition (outcomes)

Current Performance Expectations

Agency Priority: High

Percent employees with current performance expectations = 96%*

*Based on 276 of 289 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Nonpermanent employees, probationary/trial service/review period employees whose evaluations were not due, EMT, and employees on leave without pay were not included.
- These figures reflect a steady trend upwards as compared with the 2008 HR Management Report.
- Current performance expectations include all expectations in probationary, trial service, review period, and annual evaluations, received either on time or late, as indicated by the tracking data base snapshot for the Department's Performance Development Plan tracking log on September 1, 2009.

Action Steps:

- HR staff will continue tracking and analyzing PDP submission to determine which Divisions/Units are not completing PDP's in a timely manner.
- HR staff will continue to consult with supervisors in the identified areas and develop strategies for completing meaningful performance expectations.
- HR staff will continue to provide EMT members with monthly progress reports on timeliness of PDP submission and it is reported out quarterly at the Department's GMAP sessions.
- HR staff will continue to provide managers/supervisors with a monthly report that identifies PDPs that are due within 30, 60 and 90 days.

Data as of September 1, 2009
Source: State HRO PDP Tracking Log

Overtime Usage

Agency Priority: Medium

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

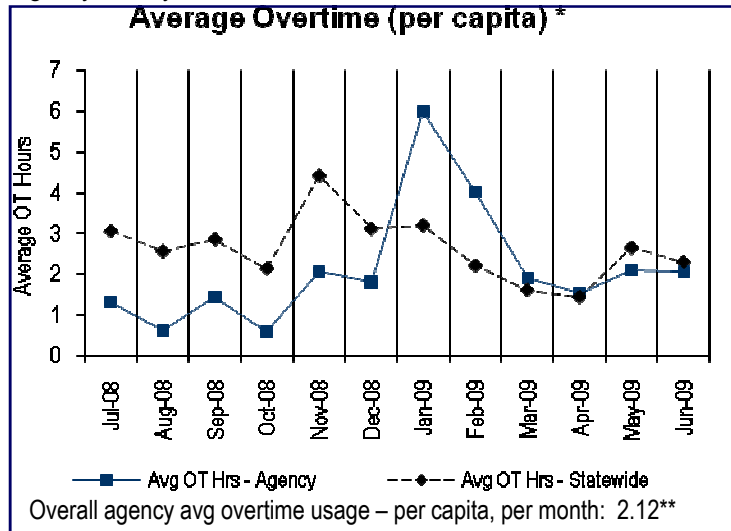
Performance Measures

Percent employees with current performance expectations

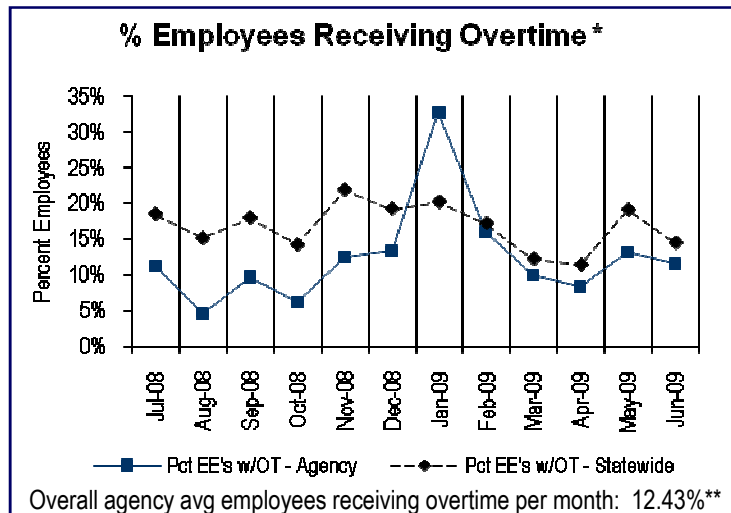
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



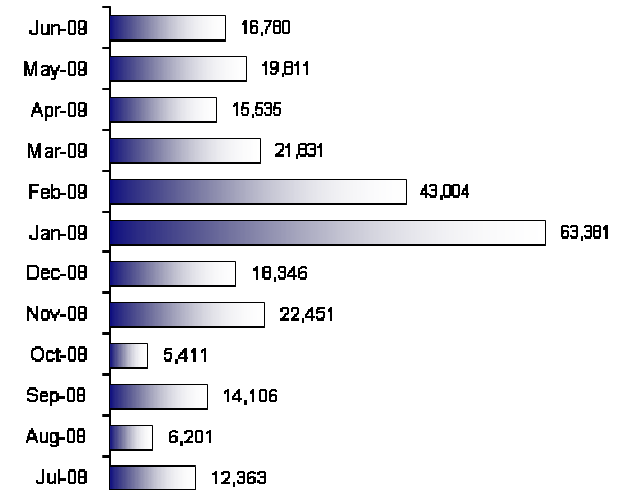
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 07/2008 through 06/2009

Source: HRMS/BI Portal

Overtime Cost - Agency



Analysis:

- The Department's overtime cost increased significantly in January through February due to Presidential Disaster Declarations.
- A numerical goal for overtime has not been set as it is driven by events beyond the Department's control (emergencies and man-made/natural disasters). During normal operations, the Department's overall overtime rate is lower than the State average.

Action Steps:

- HR and Payroll offices will continue to monitor utilization of overtime and report out to the Executive Management Team (EMT) as appropriate.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

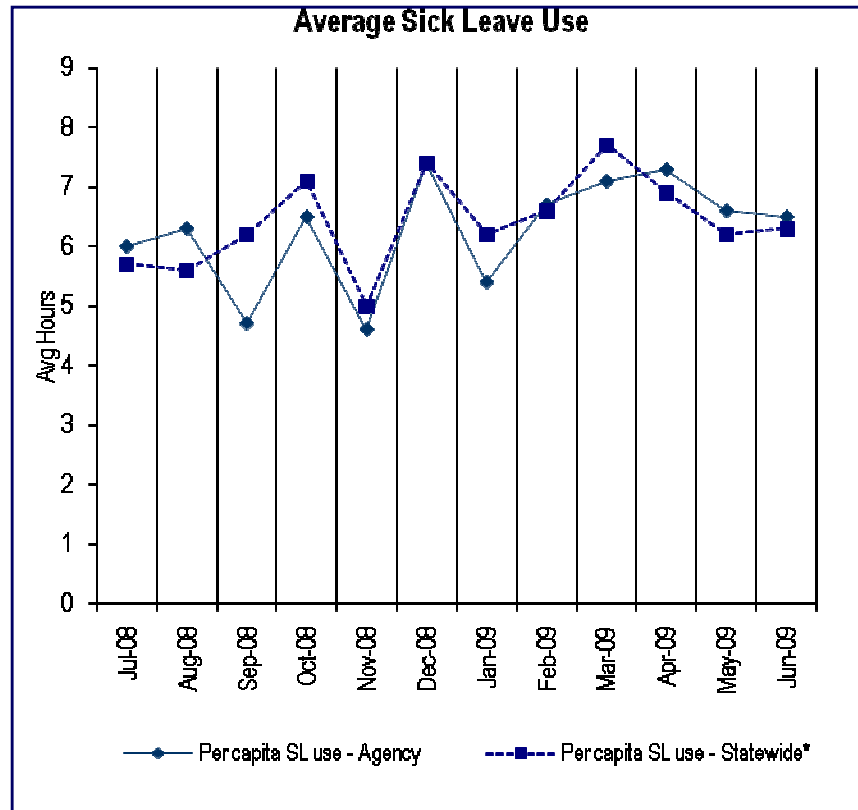
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Medium

Sick Leave Usage



Analysis:

- Department sick leave usage parallels the statewide use of sick leave.
- Staff working alternate schedules require the use of more hours of sick leave for a days absence than is accrued in the month.
- A number of employees have critical /long term health conditions which has increased donations of sick leave as shared leave.
- Sick leave abuse was actively addressed.

Action Steps:

- HR staff will continue to analyze leave usage data for patterns of leave abuse regarding unplanned leave.
- HR staff will continue to provide case-by-case assistance to managers regarding leave abuse issues.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
6.3 Hrs	257.3 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/2008 through 06/2009
Source: HRMS/BI Portal

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

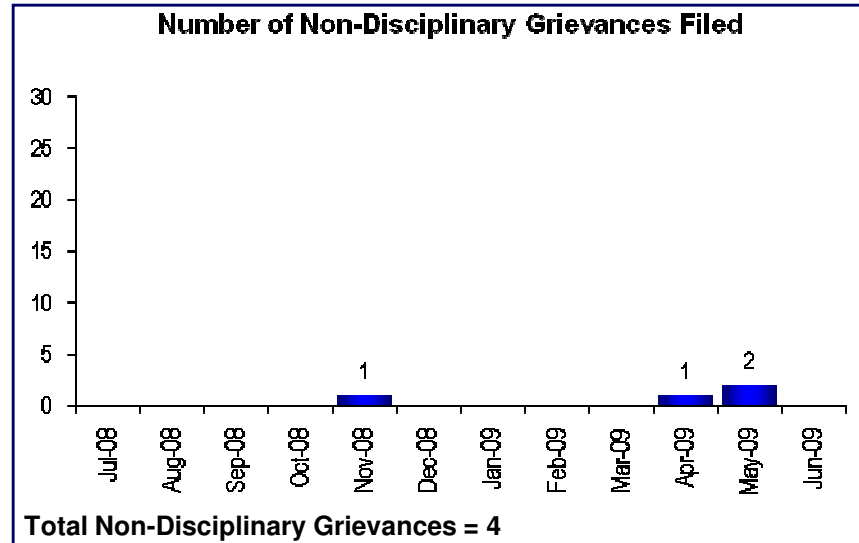
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

Agency Priority: Medium



* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- Two were combined and settled.
- One was withdrawn when the issues were resolved through other channels.
- One was denied at Step 2 and the union did not bring to Step 4 (the Department is not required to conduct Step 3 as our appointing authority is the Agency director) .

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Unlawful Harassment	2
2. Tuition Assistance	1
3. Reasonable Accommodation	1

Analysis:

- The Washington Military Department has an effective working relationship with both the WPEA and the WFSE. This continues to facilitate information sharing and resolution of issues at the lowest possible level.

Action Steps:

- HR, management and supervisory staff will continue to maintain strong working relationships with union personnel.

Data Time Period: July 2008 through June 2009
Source: Grievance Log

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action

0 Total filings

Filings with Personnel Resources Board

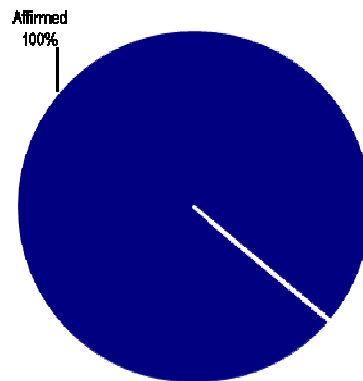
- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes



Total outcomes = 1

Data Time Period: July 1, 2008 through June 30, 2009
Source: Department of Personnel

Develop Workforce

Individual Development Plans

Agency Priority: High

Percent employees with current individual development plans = 96%*

*Based on 276 of 289 reported employee count
Applies to employees in permanent positions, both WMS & GS

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Analysis:

- Nonpermanent employees, probationary/trial service/review period employees whose evaluations were not due, EMT, and employees on leave without pay were not included.
- These figures reflect a steady trend upward as compared with the 2008 HR Management Report.
- Current performance expectations include all expectations in probationary, trial service, review period, and annual evaluations, received either on time or late, as indicated by the tracking data base snapshot for the Department's Performance Development Plan tracking log on September 1, 2009.

Action Steps:

- HR staff will continue tracking and analyzing PDP submission to determine which Divisions/Units are not completing PDP's in a timely manner.
- HR staff will continue to consult with supervisors in the identified areas and develop strategies for completing meaningful performance expectations.
- HR staff will continue to provide EMT members with monthly progress reports on timeliness of PDP submission and it is reported out quarterly at the Department GMAP sessions.
- HR staff will continue to provide managers/supervisors with a monthly report that identifies PDPs that are due within 30, 60 and 90 days.

Data as of September 1, 2009
Source: State HRO PDP Tracking Log

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations = 96%*

*Based on 276 of 289 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Non-permanent employees, probationary/trial service/review period employees whose evaluations were not due, EMT, and employees on leave without pay were not included.
- These figures reflect a steady upward trend compared with the 2008 HR Management Report.
- Current performance feedback for all employees including those in probationary and trial service review periods, and annual evaluations, received either on time or late, as indicated by the Department's Performance Development Plan tracking log on September 1, 2009.

Action Steps:

- HR staff will continue tracking and analyzing PDP submission to determine which Divisions/Units are not completing PDP's in a timely manner.
- HR staff will continue to consult with supervisors in the identified areas and develop strategies for completing meaningful performance expectations.
- HR staff will continue to provide EMT members with monthly progress reports on timeliness of PDP submission and it is reported out quarterly at the Department GMAP sessions.
- HR staff will continue to provide managers/supervisors with a monthly report that identifies PDPs that are due within 30, 60 and 90 days.

Data as of September 1, 2009
Source: State HRO PDP Database

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	1
Suspensions	0
Reduction in Pay*	0
Total Disciplinary Actions*	1

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Insubordination / misuse of sick leave.

Analysis:

- The Department had one demotion during the reporting period.

Action Steps:

- EMT members and/or designees will continue to investigate allegations of misconduct and take the appropriate level of discipline where warranted.

Disciplinary Grievances and Appeals

Agency Priority: Medium

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal
0 Demotion
0 Suspension
0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- 1 Denied at Step 1, union did not move to Step 2
- 1 Denied at Step 2, union did not move to Step 4 (The Department is not required to conduct Step 3 as our appointing authority is the Agency director)
- 1 Denied at Step 2, arbitration pending.

*The department did not have any disciplinary appeals file with the PRB.

Data Time Period: July 1, 2008 through June 30, 2009
Source: Grievance Logs

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

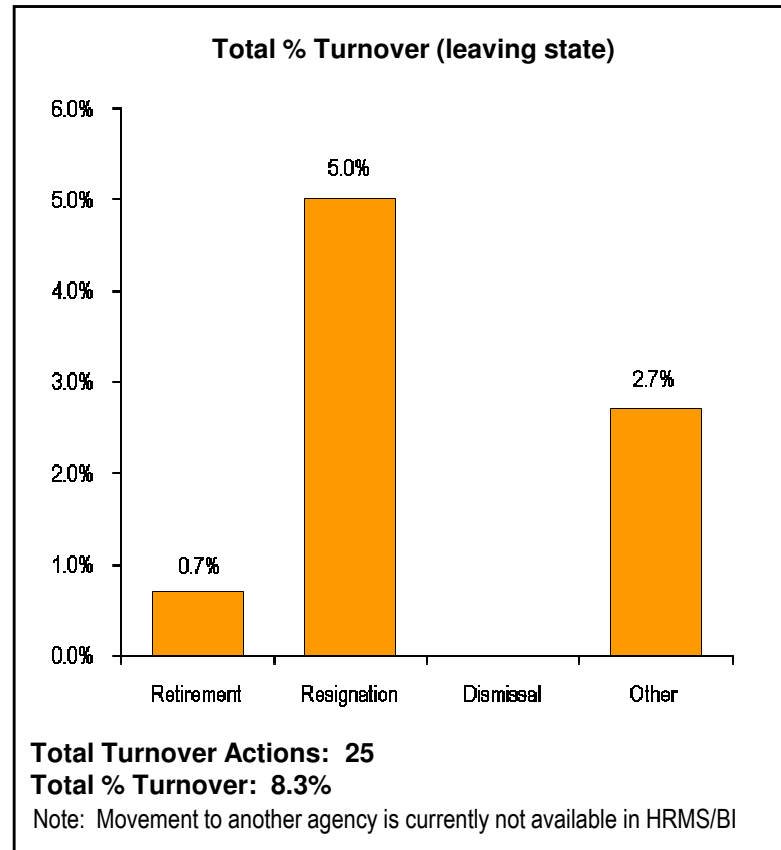
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: Low



Analysis:

- The graph does not represent movement to another agency as this information is currently not available in HRMS/BI.
- The Department monitors the number of permanent state employees leaving on a quarterly basis through our Department GMAP presentations. The goal is to maintain a 6% or less turnover rate.
- Due to budget reductions, the Department is currently offering retirement and separation incentives for employees, as such, turnover rate is anticipated to increase within the next reporting period.
- Turnover in our newly created Washington Youth Academy program continues to sustain a 10% turnover rate. The Department identified strategies to maintain and/or decrease the turnover rates in this newly created program.

Action Steps:

- HR staff will continue to monitor turnover data at a division level on a quarterly basis to identify trends and develop action plans if necessary.
- HR and WYA staff will continue to evaluate trend analysis data and determine if an Academy specific turnover rate is appropriate.
- HR and WYA staff will develop an exit survey for WYA staff who resign with less than 12 months of service.
- HR staff will continue to conduct and analyze data from exit interviews for employees leaving the Department with over 12 months of service.

Data Time Period: 07/2008 through 06/2009
 Source: HRMS Portal

Workforce Diversity Profile

Agency Priority: High

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

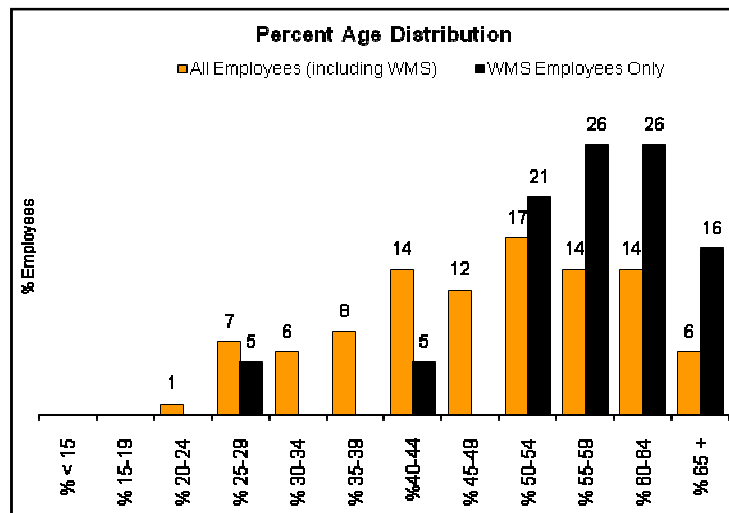
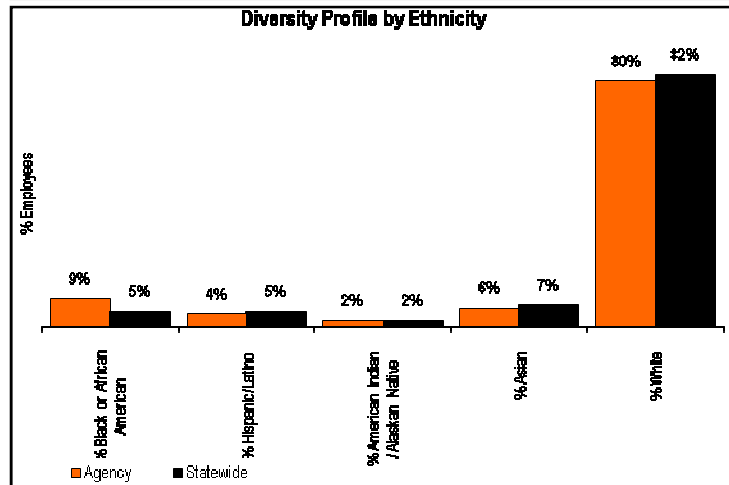
Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

	Agency	State
Female	34%	53%
Persons w/Disabilities	5%	4%
Vietnam Era Veterans	13%	6%
Veterans w/Disabilities	6%	2%
People of color	20%	18%
Persons over 40	77%	74%



Analysis:

- The Department continues to make progress towards meeting our diversity goals. There were significant gains in recruiting and retaining females and persons of color. During this reporting period, the percentage increased for females by 3%, African Americans by 4% and Hispanics by 2%.
- The Department remains significantly underrepresented in the female population comparative to the State demographics. The Department will continue to focus efforts on recruiting females.
- The Department has an aging workforce with long tenure and may face a large number of retirements in the next 10 years.

Action Steps:

- Diversity Council will conduct quarterly meetings.
- State and Federal HR designees will work collaboratively to create a joint special emphasis program management team by May 2010 that will work with our Diversity Council. The goal of this team is to identify and address recruitment and retention barriers for protected groups.
- HR staff will continue to provide quarterly diversity reports at our quarterly GMAP sessions.

Data as of 07/01/2009
Source: HRMS/BI Portal

Employee Survey Ratings

Agency Priority: High

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.68	3.85
2) I receive the information I need to do my job effectively.	3.85	3.90
3) I know how my work contributes to the goals of my agency.	4.08	4.20
4) I know what is expected of me at work.	4.26	4.33
5) I have opportunities at work to learn and grow.	3.74	3.83
6) I have the tools and resources I need to do my job effectively.	3.90	4.03
7) My supervisor treats me with dignity and respect.	4.31	4.42
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.74	3.80
9) I receive recognition for a job well done.	3.32	3.51
10) My performance evaluation provides me with meaningful information about my performance.	3.43	3.51
11) My supervisor holds me and my co-workers accountable for performance.	4.01	4.12
12) I know how my agency measures its success.	3.15	3.27
13) My agency consistently demonstrates support for a diverse workforce.	n/a	3.83

Overall average: 3.79 3.89

Number of survey responses: 185 218

Data as of November 2007

Source: Statewide Employee Survey

Analysis:

- Based on November 2007 survey analysis, the Department determined that committees should be set to address areas requiring improvement.
- The Diversity Council, Communication Committee and Recognition Committee were stood up in 2008 and are fully functional.
- An employee newsletter was developed and is published every other month.
- The Department conducted town hall meetings and recognition events during the reporting period.

Action Steps:

- Executive Management will analyze the 2009 survey results when available (anticipated December 2009).
- HR staff will coordinate focus groups of managers, supervisors and employee to determine and implement actions steps resulting from the 2009 survey results.